



Health Equity Office Strategic Plan

2020-2024

INTRODUCTION

Published evidence suggests that strategic planning builds a unifying vision, forces an in-depth examination of priorities, and provides a means to track overall organizational progress.¹ The following strategic plan is thus a detailed outline of goals and objectives established by the North Dakota Department of Health's (NDDoH) Health Equity Office (HEO). These aims follow the SMART framework for specific, measurable, achievable, realistic, and time-bound initiatives.² The timeline for this plan spans from

2020-2024 with the acknowledgment that some deadlines may be pushed back due to the COVID-19 pandemic. This plan serves as an ongoing, actionable guide highlighting our commitment to achieving health equity for North Dakota residents of all backgrounds.

Mission

NDDoH's mission is to improve the length and quality of life for all North Dakotans.

1. Cote, C. Why is strategic planning important? Harvard Business School Online, 2020. Available at: <https://online.hbs.edu/blog/post/why-is-strategic-planning-important>

2. University of California. SMART Goals: A how to guide, 2016-2017. Available at: https://www.ucop.edu/local-human-resources/_files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf

GOAL 1

By June 2020, the NDDoH will have established a New American, Foreign Born, Immigrant (NFI) Advisory Board.

- ✓ **Objective 1.1:** By April 2020, develop mission, duties and membership documents for the NFI Advisory Board.
 - *Data Measure:* Documents created and approved
 - *Team:* Krissie Guerard and Alicia Belay

 - ✓ **Objective 1.2:** By June 2020, recruit at least 20 individuals to participate in the board.
 - *Data Measure:* Members complete application
 - *Team:* Krissie Guerard and Alicia Belay

 - ✓ **Objective 1.3:** By December 2020, hold at least three meetings.
 - *Data Measure:* Three meetings take place
 - *Team:* Alicia Belay

 - ✓ **Objective 1.4:** By December 2020, evaluate board participation.
 - *Data Measure:* Evaluation survey distributed
 - *Team:* Alicia Belay
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GOAL 2

By December 1, 2020, the NDDoH will co-host a national Indigenous Telehealth Conference.

- ✔ **Objective 2.1:** By October 1, 2020, identify at least 20 indigenous partners to speak and share at the conference.
 - *Data Measure:* Twenty partners contacted
 - *Team:* Alicia Belay
- ✔ **Objective 2.2:** By October 31, 2020, partner with the American Indian Public Health Resource Center to house conference materials.
 - *Data Measure:* Website developed
 - *Team:* Alicia Belay
- ✔ **Objective 2.3:** Through November 2020, participate in weekly conference planning meetings.
 - *Data Measure:* Meetings attended
 - *Team:* Alicia Belay
- ✔ **Objective 2.4:** By November 18, 2020, promote the conference among indigenous partners.
 - *Data Measure:* Communications sent to major channels for promotion including: individual emails, Facebook pages for tribes
 - *Team:* Alicia Belay and Amy Burke

GOAL 2

By December 1, 2020, the NDDoH will co-host a national Indigenous Telehealth Conference.

- ✔ **Objective 2.5:** Through November 18-19, 2020, hold the two-day workshop.
 - *Data Measure:* Conference occurred
 - *Team:* Alicia Belay and HRSA team

GOAL 3

By January 2021, the NDDoH will launch a national Indigenous Maternal Child Health Learning Collaborative to strengthen the relationship between the Health Equity Office and Indigenous Maternal Child Health Programming.

- ✔ **Objective 3.1:** By December 1, 2020, recruit at least 10 participants.
 - *Data Measure:* List of interested participants developed; welcome e-mail sent
 - *Team:* Alicia Belay, Kalisi Uluave (UND InMED) and HRSA team
- ✔ **Objective 3.2:** By December 31, 2020, create a plan for topics and content with input from the participants.
 - *Data Measure:* List of topics/tentative calendar developed
 - *Team:* Alicia Belay, Kalisi Uluave (UND InMED) and HRSA team
- ✔ **Objective 3.3:** By January 31, 2021, convene first learning collaborative session.
 - *Data Measure:* Session convened
 - *Team:* Alicia Belay, Kalisi Uluave (UND InMED) and HRSA team

GOAL 4

By January 31, 2021 the NDDoH will have established a LGBTQ2S+ Advisory Board, focusing on the health needs of ND LGBTQ2S+.

- ✓ **Objective 4.1:** By November 1, 2020, develop recruitment plan for the LGBTQ2S+ Advisory Board.
 - *Data Measure:* Plan executed including social media, flyer and contacts
 - *Team:* Jorden Laducer and Krissie Guerard
- ✓ **Objective 4.2:** Through November 15-December 11, 2020, recruit members for the board.
 - *Data Measure:* Twenty members are picked to represent ND LGBTQ2S+ in ND
 - *Team:* Health Equity Team
- ✓ **Objective 4.3:** By January 31, 2021, hold the first meeting of the LGBTQ2S+ Advisory Board.
 - *Data Measure:* Meeting was held
 - *Team:* Jorden Laducer

GOAL 5

By February 2021, the NDDoH will pilot the first participatory grantmaking session to position the Health Equity Office as leader in equitable funding strategies at NDDoH.

- ✔ **Objective 5.1:** By December 1, 2020, complete participatory grantmaking training.
 - *Data Measure:* Training meetings occurred
 - *Team:* Alicia Belay and Amy Burke

- ✔ **Objective 5.2:** By December 31, 2020, develop and release grant application for participatory grant process.
 - *Data Measure:* Application released
 - *Team:* Alicia Belay and Amy Burke

- ✔ **Objective 5.3:** By February 15, 2021, approach NFI Advisory Board and immigrant stakeholder meetings to identify appropriate entities for participatory grantmaking session.
 - *Data Measure:* Present opportunity to each stakeholder meeting and January NFI Advisory Board
 - *Team:* Alicia Belay and Amy Burke

- ✔ **Objective 5.4:** By May 1, 2021, hold half-day session for participatory grantmaking session.
 - *Data Measure:* Session held
 - *Team:* Alicia Belay and Amy Burke

GOAL 6

By March 2021, the NDDoH will administer a survey tool across Team ND to assess equity comfort and knowledge.

- ✔ **Objective 6.1:** By December 1, 2020, adapt the Health Equity Survey.
 - Data Measure: Survey finalized
 - Team: Krissie Guerard, Alicia Belay and American Indian Public Health Resource Center (AIPHRC)

- ✔ **Objective 6.2:** By December 31, 2020, distribute the survey.
 - Data Measure: Survey distributed through Governor's newsletter
 - Team: Krissie Guerard, Alicia Belay and AIPHRC

- Objective 6.3:** By February 1, 2021, collate and analyze data.
 - Data Measure: Data report finalized
 - Team: AIPHRC

- Objective 6.4:** By April 1, 2021, identify training needs.
 - Data Measure: Summary of training needs developed
 - Team: Krissie Guerard and Alicia Belay

GOAL 7

By March 31, 2021 the NDDoH will have established a Youth Advisory Board, focusing on the health needs of ND youth.

- ✔ **Objective 7.1:** By January 31, 2021, develop a recruitment plan for the Youth Advisory Board.
 - *Data Measure:* Develop a plan including social media, flyers and school contacts to begin recruitment in February 2021
 - *Team:* Krissie Guerard and Cathony Reid

 - ✔ **Objective 7.2:** Through February 1-15, 2021, recruit members for the board.
 - *Data Measure:* Twenty members were picked to represent ND youth
 - *Team:* Krissie Guerard and Cathony Reid

 - ✔ **Objective 7.3:** By March 31, 2021, hold the first meeting of the Youth Advisory Board.
 - *Data Measure:* Meeting was held
 - *Team:* Krissie Guerard
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GOAL 8

By June 2021, IDEAA Project will launch.

✔ **Objective 8.1:** By October 31, 2020, engage in PROSCI three-day training.

○ *Data Measure:* Attended training

○ *Team:* Jorden Laducer

✔ **Objective 8.2:** By December 31, 2020, engage in weekly IDEAA meetings to develop a launch plan.

○ *Data Measure:* Meetings attended

○ *Team:* Jorden Laducer and Alicia Belay

Objective 8.3: By May 1, 2021, the Health Equity survey data will be the basis for training plans.

○ *Data Measure:* Training plan developed

○ *Team:* Jorden Laducer, Alicia Belay and Krissie Guerard with IDEAA team

Objective 8.4: By June 1, 2021, the Health Equity Office will identify appropriate training for IDEAA initiative.

○ *Data Measure:* Trainings identified for each component of the training plan

○ *Team:* All HEO staff

GOAL 9

By June 30, 2021, the LGBTQ2S+ friendly initiative will be established.

Objective 9.1: By January 15, 2021, guidance document and training materials have been established.

- *Data Measure:* Guidance document has been completed
- *Team:* Jorden Laducer, Krissie Guerard and Cathony Reid

Objective 9.2: By February 28, 2021, guidance document and training sessions have been vetted by the LGBTQ2S+ Advisory Board.

- *Data Measure:* Document is presented at the January meeting and comments are made to the HEO
- *Team:* Jorden Laducer

Objective 9.3: By March 31, 2021, recruit pilot sites.

- *Data Measure:* Ten sites have been picked
- *Team:* Jorden Laducer

Objective 9.4: By April 30, 2021, meet with pilot site representatives.

- *Data Measure:* Ten sites have been met with and documents have been delivered
 - *Team:* Jorden Laducer and Cathony Reid
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GOAL 9

By June 30, 2021, the LGBTQ2S+ friendly initiative will be established.

Objective 9.5: By May 31, 2021, pilot sites complete training sessions.

- *Data Measure:* Ten sites have been trained
- *Team:* Jorden Laducer and Cathony Reid

Objective 9.6: By June 30, 2021, pilot sites begin training implementation.

- *Data Measure:* Ten sites begin being LGBTQ2S+ friendly
 - *Team:* Jorden Laducer and Cathony Reid
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GOAL 10

By July 2021, the NDDoH will have established or participate in regular New American, Foreign Born, Immigrant (NFI) stakeholder meeting in at least six communities.

✓ **Objective 10.1:** By June 30, 2020, identify stakeholders to invite to initial meetings.

- *Data Measure:* List of stakeholders created and contact made
- *Team:* Alicia Belay and intern(s)

✓ **Objective 10.2:** By July 31, 2020, identify needs through initial meeting in each location.

- *Data Measure:* At least one meeting held in each location
- *Team:* Alicia Belay

Objective 10.3: By March 1, 2021, develop strategic plan for at least four locations.

- *Data Measure:* Strategic plan created
- *Team:* Alicia Belay and intern(s)

GOAL 11

By December 31, 2022, the NDDoH and the Indian Affairs Commission will have established a Tribal Health Board, focusing on the health needs of ND tribes.

Objective 11.1: By December 31, 2022, the Health Equity Office and the Indian Affairs Commission will meet to discuss steps in the creation of this board.

- *Data Measure:* Meeting was held and a strategic plan of action was developed for further action steps
- *Team:* Jorden Laducer, Krissie Guerard, Brad Hawk, New State Health Officer, Dirk Wilke and Brenda Weisz

Objective 11.2: By December 31, 2022, the first meeting will be held.

- *Data Measure:* Meeting was held
- *Team:* Jorden Laducer, Krissie Guerard; Brad Hawk, New State Health Officer, Dirk Wilke and Brenda Weisz

GOAL 12

By December 31, 2022, the NDDoH will have established a more extensive Health Equity Office to work collaboratively across NDDoH and other state agencies.

- ✔ **Objective 12.1***: By December 31, 2020, evaluate funding strategy of the Health Equity Office and increase FTEs.
 - *Data Measure*: Budget developed, timeline for application for appropriate grants, funding requests for governor's budget and legislature written
 - *Team*: Brenda Weisz, Gretchen Dobervich and Krissie Guerard
- ✔ **Objective 12.2****: By February 1, 2021, complete a national landscape analysis of Health Equity Offices.
 - *Data Measure*: Written report
 - *Team*: Gretchen Dobervich and Beverly Anaele
- ✔ **Objective 12.3**: By June 30, 2021, create and communicate a governor's directive to support the Health Equity Office. Develop materials to explain the need for the Health Equity Office.
 - *Data Measure*: Governor provided with and approved structure of the Health Equity Office
 - *Team*: State Health Officer, Brenda Weisz, Dirk Wilke, Krissie Guerard and Kim Mertz

*One FTE included in budget request for 2021 Leg. Session (June 30, 2021)

**This is key research into defining the structure, role and budget of the Health Equity Office

GOAL 12

By December 31, 2022, the NDDoH will have established a more extensive Health Equity Office to work collaboratively across NDDoH and other state agencies.

Objective 12.4: By December 31, 2021, each section of the NDDoH will have one representative to be the health equity liaison to the Health Equity Office.

- *Data Measure:* List of representatives. Initial meeting held to discuss Health Equity Office mission and objectives and the role and expectations of the section and cabinet representatives
- *Team:* Krissie Guerard and NDDoH Section Directors

Objective 12.5: By December 31, 2021, each cabinet agency will have one representative to be the health equity liaison to the Health Equity Office.

- *Data Measure:* List of representatives. Initial meeting held to discuss the Health Equity Office mission and objectives and the role and expectations of the section and cabinet representatives
- *Team:* Krissie Guerard, cabinet members and office of the governor

GOAL 12

By December 31, 2022, the NDDoH will have established a more extensive Health Equity Office to work collaboratively across NDDoH and other state agencies.

Objective 12.6*: By December 31, 2022, tie in existing strategic initiatives both for NDDoH and other state and local agencies.

- *Data Measure*: Conduct a strategic planning session which includes the Health Equity Office, section and cabinet representatives and community stakeholders. Written five-year strategic plan for the Health Equity Office
- *Team*: Krissie Guerard, NDDoH Section, Cabinet and Governor's office representatives and community stakeholders

GOAL 13

By December 31, 2022, the NDDoH will have begun engineering greater diversity and inclusion in their work and workforce.

- ✔ **Objective 13.1:** By November 30, 2020, the NDDoH will increase utilization of online meetings to increase access to participation by stakeholders and employees.
 - *Data Measure:* Virtual conferences and stakeholder meetings set up throughout the week using the Teams platform. Attendance quantified by number of registrants and list of participants
 - *Team:* NDDoH employees

- ✔ **Objective 13.2:** By December 31, 2020, the NDDoH will offer more remote work options to accommodate a greater range of employees' needs.
 - *Data Measure:* Evaluate each position as it is developed or vacated for remote work capability and declare the option of telecommuting in employment opportunity announcement. Quantify number of remote employment opportunities year over year and where applicants hear about the job
 - *Team:* Krissie Guerard, Stacy Hoffman and Tara Buck Elk

GOAL 13

By December 31, 2022, the NDDoH will have begun engineering greater diversity and inclusion in their work and workforce.

Objective 13.3*: By December 31, 2021, the NDDoH will apply employment screening, and hiring and performance evaluation processes that are equitable to socio-demographic groups.

- *Data Measure*: An outline of the best practices for removing bias during the hiring process. Dissemination to appropriate stakeholders
- *Team*: Stacy Hoffman and Beverly Anaele

✔ **Objective 13.4****: By December 31, 2021, the NDDoH will diversify placement of employment opportunities to reach a broader audience.

- *Data Measure*: Diverse list of resources for advertising job opportunities that HR can draw from
- *Team*: Stacy Hoffman, Tara Buck Elk, Krissie Guerard and Beverly Anaele

GOAL 13

By December 31, 2022, the NDDoH will have begun engineering greater diversity and inclusion in their work and workforce.

Objective 13.5: By December 31, 2021, the NDDoH will be present and active in virtual networks and job-centric events that encompass all North Dakotans.

- *Data Measure:* A working list of virtual hiring fairs that NDDoH representatives can attend will be produced and shared with appropriate stakeholders
- *Team:* NDDoH employees

Objective 13.6*: By December 31, 2021, the NDDoH will measure its commitment to increasing diversity and inclusion within the department.

- *Data Measure:* Analyze results from the upcoming NACDD survey to gauge diversity and inclusion commitment. These results will be included in NDDoH's annual report NDDoH will collect qualitative and quantitative data on the diversity and inclusion within the Department
- *Team:* NDSU contractors and resulting Health Equity team

GOAL 13

By December 31, 2022, the NDDoH will have begun engineering greater diversity and inclusion in their work and workforce.

Objective 13.7*: By December 31, 2022, develop and implement education and awareness campaign focused on NDDoH's commitment and actions to increase inclusivity and diversity.

- *Data Measure:* Campaign plan and materials developed. Number of social media likes and video views
- *Team:* Nichole Peske and Beverly Anaele

Objective 13.8:** By December 31, 2022, the NDDoH will engage a private vendor for reporting discrimination and harassment, as well as to serve a resource for all employees in addressing allegations.

- *Data Measure:* True reporting or use of the private vendor as well as necessary feedback for implementation
- *Team:* Dirk Wilke and Stacy Hoffman

*NDDoH employees, cabinet members and the public are target audience

**Half of all discrimination and harassment complaints lead to some type of retaliation

GOAL 14

By December 31, 2022, the NDDoH will have made concerted efforts to update its Health Equity website and establish a recurring newsletter.

- ✔ **Objective 14.1:** By December 31, 2020, revise and finalize the purpose statement for the Health Equity Committee.
 - *Data Measure:* A completed and approved purpose statement
 - *Team:* NDDoH Employees

- ✔ **Objective 14.2:** By May 31, 2021, redesign the Health Equity website and incorporate additional resources for site visitors.
 - *Data Measure:* A restructured website that both appeals to the senses and follows the guidelines of CDC's Clear Communication strategies to enhance readability.
 - *Team:* Beverly Anaele, Nicole Peske and Corey Bergrud

- ✔ **Objective 14.3:** By October 2022, produce recurring health equity articles for information sharing.
 - *Data Measure:* Bi-monthly updates on a range of health equity topics that will be disseminated internally and on the website
 - *Team:* Beverly Anaele

GOAL 15

By December 31, 2022, the NDDoH will identify areas of health equity and based on data-driven reports.

✔ **Objective 15.1:** By May 31, 2021, identify new and existing data sources for North Dakota.

- *Data Measure:* A datasheet acting as a library of information that will provide names of sources, data available, and their locations
- *Team:* Tracy Miller and Beverly Anaele

Objective 15.2: By October 31, 2021, incorporate social determinants of health into State Health Assessment data report regarding leading causes of death.

- *Data Measure:* A completed SHA report with descriptive analysis outlining how five leading causes of death affect North Dakotans across various demographics among Medicaid enrollees
- *Team:* Krissie Guerard, Kelly Nagel, Devaiah Muccatira and Beverly Anaele

Objective 15.3: By January 31, 2022 create programmatic reports based on available data and identify gaps.

- *Data Measure:* Produce at least two deliverables based on new and existing data sources to help appropriate interventions and gaps
- *Team:* Tracy Miller and Beverly Anaele

GOAL 15

By December 31, 2022, the NDDoH will identify areas of health equity and based on data-driven reports.

Objective 15.4: By December 31, 2022, develop the state HIV Community Health Assessment plan as well as results analyses for dissemination.

- *Data Measure:* Create survey materials and outreach initiatives to collect data addressing HIV knowledge and barriers to care. Results should be presented in a manner that can be easily disseminated
- *Team:* Alicia Belay, Julia Wilson-Peltier, Valentina Asiedu, Agnieszka Mason, Beverly Anaele and HIV/STD/TB Viral Hepatitis Program employees

COVID-19 STRATEGIC PLAN

Please refer to the "Addressing COVID-19 in Special Populations" Strategic Plan found on the Health Equity Office website.

FUTURE CONSIDERATIONS

This list of priority issues was generated by the stakeholder group present at the Foundations of Health Equity training held February 20-21, 2020 in Bismarck, ND. While the infrastructure and resources within the North Dakota Department of Health do not currently exist to address these areas of health inequity, preserving them for future attention and activity is germane to health equity work in North Dakota.

- ND will have implemented mandatory cultural competency training for all state agencies, including ND policy academy and law enforcement.
- ND will have established a functioning Tribal Health Board.
- ND will have established eight sustainable blue zone communities.
- A greater percentage of individuals in ND will report having access to food or being food secure.

from 2020-2022 with the acknowledgment that some deadlines may be pushed back due to the COVID-19 pandemic. This plan serves as an ongoing, actionable guide highlighting our commitment to achieving health equity for North Dakota residents of all backgrounds.

- ▶ Address affordable, health food in every community.
- ▶ ND will double the number of Farmer's Markets in the state.
- ▶ Farmer's Market's will accept SNAP and WIC benefits.
- ND will work on statewide plans to improve transportation issues and implement a long-term statewide transportation network supporting rural residents.
- ND will have increased access to community-based support and services through the implementation of Medicaid expansion, peer support and workforce development.

FUTURE CONSIDERATIONS

- ND will have increased protections from secondhand smoke in tribal areas.
- ND will have achieved decriminalization of behavioral health disorders by a % reduction of recidivism of individuals incarcerated.
- The creation of public health education and prevention centers in all communities with 1500+ populations.
- American Indian maternal and infant deaths will be reduced by 25%.
- ND will have passed legislation that prohibits insurers from discriminating against and exploiting North Dakotans with pre-existing conditions regardless of federal policy.
- All local public health units and public facilities will incorporate standards of care for mental health including pediatric and mental trauma.
- ND will have a statewide health delivery to schools in rural ND.
- ND will utilize state and federally funded buildings as a resource for prevention, education and activation.
- ND will pass legislation that affords all members of community's equal rights and protections.
- ND will create opportunities for communities to grow and thrive through targeted grants aiming at reducing inequities.
- All local public health units have a common health profile identifying disparities and use it conducting community health assessments and set priorities focusing on health disparities.
- An increase of the percent of Urban Indians who are employed in high quality positions or in training (either certificates or school).^{*}
 - ▶ Hire tribal recruiters for job placement and navigation.

^{*}This priority issue was selected by the stakeholder group at the Foundations of Health Equity training as one of the two focus priorities for 2019-2022. NDDoH Health Equity does not currently have the infrastructure or resources to move forward this action item.

FUTURE CONSIDERATIONS

- ▶ Develop mentorship program to connect job-seeking Urban Indians with American Indians in the workforce.
- ▶ Create a coaching environment for job applications and procurements
- ▶ Develop an entrepreneurship mentor program.
- ▶ Increase access and reduce barriers to training and education.
- ▶ Understand, ask, and conduct focus groups to determine barriers
- ▶ Assess Urban Indians preferred jobs.
- ▶ Assess high school students to determine job interests.
- ▶ Identify resources and funding to support the initiative.
- ▶ Provide cultural competency training to employers and staff
- ▶ Determine baseline.
and geographical area of focus
- ▶ Reach out to the Native American Resource Center to get data.
- ▶ Define “high quality.”
- ▶ Identify additional partners needed to do the work.
- ▶ Develop a meeting structure to continue to keep the work of the group going.
- ▶ Target specific jobs to be filled by sector.
- ▶ Determine qualifications for each job.
- ▶ Engage universities, technical schools and other training entities.

REFERENCES

1. Cote, C. Why is strategic planning important? Harvard Business School Online, 2020. Available at: <https://online.hbs.edu/blog/post/why-is-strategic-planning-important>
2. University of California. SMART Goals: A how to guide, 2016-2017. Available at: https://www.ucop.edu/local-human-resources/_files/performance-appraisal/How%20to%20write%20SMART%20Goals%20v2.pdf
3. Pedulla, D. Diversity and Inclusion Efforts That Really Work, 2020. <https://hbr.org/2020/05/diversity-and-inclusion-efforts-that-really-work>